

Step-by-step guidance to understand the competency levels of health managers

A Learning Measurement Tool is an instrument which can be used to assess the competency level of health managers. This tool is designed to support health managers by building their job-related competencies, rather than as a formal performance tool.

A self-assessment approach is recommended.

Target audience

This tool is specifically designed for two cadres of health managers relevant to the health system in the state of Bihar, India – Medical Officer in Charge (MOIC) and Block Health Manager (BHM). Similar tools can be developed for other staff cadres within the health system.

Understanding the LMT

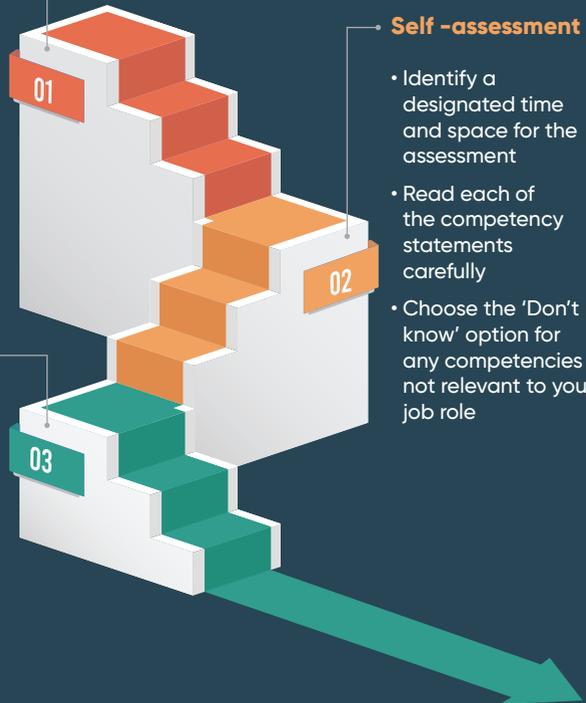
- Explain the purpose of the Learning Measurement Tool to the user i.e. as a capacity development tool
- Understand the meaning of the terms on the rating scale. eg: aspirational, excellent
- Seek out clarifications with the implementing agency

Reflection on improving the Learning Measurement Tool

- Post completion allocate time to reflect, on the things that worked well and the ones that can be improved
- Reflecting on what are the strengths and areas of development by each of the users
- Provide suggestions on strengthening the Learning Measurement Tool process to the implementing agency

Self -assessment

- Identify a designated time and space for the assessment
- Read each of the competency statements carefully
- Choose the 'Don't know' option for any competencies not relevant to your job role



Self-Assessment Tool

Block Health Manager

Cluster Leadership



Ideal performance parameters

A BHM competent in strategic health planning would be able to:

01

Ensure development of the annual Block Health Action Plan (BHAP) through participatory processes, especially involving women and vulnerable communities; and

02

Consult with the MOIC and other staff to prepare monthly micro field plans for the implementation of various programmes in alignment with the programme guidelines

Competency statement

Leads discussions on strategic health planning within the block

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to engage with the community to develop the annual BHAP or with relevant programme staff in developing micro field plans.	
	 Emerging I engage with women/vulnerable communities to develop the annual BHAP, and consult with the relevant programme staff to develop micro field plans. I have scope to improve.	
	 Good I routinely engage with women/vulnerable communities in the development of the annual BHAP and with relevant programme staff in the development of micro field plans. I would appreciate support to do this better.	
	 Excellent I am an expert in inclusive and participatory ways to prepare the annual BHAP and with relevant programme staff in the development of micro field plans. I can build other's capability to do this well.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster Leadership



Ideal performance parameters

A BHM competent in problem-solving would be able to:

01

Build a strong rapport with other staff including the MOIC, health, and non-health staff to leverage their support and authority for better provision of services; and

02

Be compassionate, empathetic, and responsive to the needs, safety, and grievances of the staff, especially women workers

Competency statement

Demonstrates problem-solving and motivates the staff to perform their jobs well, in an inclusive manner

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to deal with problems and do not know how to include or motivate my staff members to perform their job well.	
	 Emerging I am sometimes able to solve problems and demonstrate gender-inclusive behaviour and motivate my staff to perform their job well. However, I could improve.	
	 Good I am largely able to solve problems, include everyone in decision making, and motivate my staff to perform their job well. However, I feel more confident in the presence of my MOIC.	
	 Excellent I am an expert at tackling unanticipated problems, involving all staff members in an equitable way, and in motivating my staff to perform their job well. I can support others in this.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster Leadership



Ideal performance parameters

A BHM competent in coordination would be able to:



Coordinate with external stakeholders and community members for the effective delivery of services. These could involve technical and implementing partners, identified by the health department and the other government departments (such as ICDS, Panchayati Raj, education, etc.) as having a common target population

Competency statement

Synchronises with a wide range of stakeholders for planning, implementation, and monitoring of delivery of service through mutual discussions and shared understanding

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I have little confidence in dealing with others and aspire to coordinate service delivery better.	
	 Emerging I have some experience on how to coordinate with external stakeholders, but I feel the need to learn this skill more.	
	 Good I coordinate with various external stakeholders routinely, but I feel more confident in the presence of my MOIC.	
	 Excellent I am confident coordinating with external stakeholders and now they happily want to extend their support in service delivery.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster

Programme management and service delivery



Ideal performance parameters

A BHM who is competent in workforce management:

- 01** Orients facility and outreach staff about the programme objectives and staff responsibility;
- 02** Understands workforce vacancy and appraises the authority for action;
- 03** Is acquainted with skill gaps and training needs; and
- 04** Keeps a tab on availability of the staff at their assigned duty stations

Competency statement

Maximises workforce management within the block to meet the health objectives and block targets within the stipulated time period

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I have little experience and interest in managing the team.	
	 Emerging I have some experience in managing workforce, but I feel the need to learn this skill more.	
	 Good I manage workforce, but I feel confident when guided by the MOIC as I only have control over contractual staff.	
	 Excellent I am confident managing the workforce and supporting them with capacity development to achieve programme targets.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster

Programme management and service delivery



Ideal performance parameters

A BHM competent in supply chain management would be able to:

- 01 Demonstrate an understanding of indenting, logistics, and inventory management systems (such as e-Aushadhi) applied within supply chain management;
- 02 Ensure the availability and distribution of drugs and equipment across all health facilities; and
- 03 Procure emergency drugs by means of local purchases via the Rogi Kalyan Samiti (RKS)

Competency statement

Ensures availability of all essential and vital drugs, equipment, and medicines within the block across all health facilities

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational	I am unsure about how to manage the supply of essential and vital drugs, equipment, and medicines across all block health facilities.	
	 Emerging	I am able to coordinate logistics of supplying essential and vital drugs, equipment, and medicines across all block health facilities; however, I could improve.	
	 Good	I usually ensure availability of all essential and vital drugs, equipment, and medicines across all health facilities; however, I feel more confident to do this in the presence of my MOIC.	
	 Excellent	I always ensure availability of all essential and vital drugs, equipment, and medicines across all health facilities and can support others in doing this.	
	 Don't know	I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster

Programme management and service delivery



Ideal performance parameters

A BHM with financial competencies is able to:

- 01** Show an understanding of the financial management system by knowing the funds allocated and expenditure booked as per the guidelines;
- 02** Share and discuss financial reports of the programmes with the MOIC and district authorities; and
- 03** Ensure timely payment of monetary incentives to beneficiaries and health workers

Competency statement

Undertakes financial management to ensure timely disbursement, expenditure, and utilisation of the funds in the block

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable but aspire to manage the financial aspects of health programmes.	
	 Emerging I have some ability to manage finance; however, I feel the need to upskill and do this confidently.	
	 Good I have a good understanding of finance system of health programmes, but I sometimes need the support of block account managers.	
	 Excellent I am confident enough to manage the finance of my block independently and able to orient the new accounts person.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster Programme management and service delivery



Ideal performance parameters

A BHM monitoring and supervising programmes well would be able to:

- 01**

Review programme performance of outreach services via spot checks and in block-level meetings, in coordination with the Block Community Mobiliser;
- 02**

Ensure quality standard guidelines to be maintained at the facility level with respect to infrastructure provisioning, utilities, and service provision, including availability and readiness of ambulance services; and
- 03**

Act upon the corrective actions as decided in quality improvement, RKS, and other meetings to resolve the identified gaps

Competency statement

Monitors the performance of programmes and diagnoses gaps across facilities, keeping the authorities informed about the progress

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 <p>Aspirational I am unable to monitor the performance of programmes or diagnose gaps across facilities.</p>	
	 <p>Emerging I am able to monitor performance and diagnose gaps across facilities to some extent; however, I need to learn how to do it well.</p>	
	 <p>Good I am able to monitor performance and diagnose gaps across facilities fairly well, and would appreciate support to do this better.</p>	
	 <p>Excellent I am an expert at monitoring performance and diagnosing gaps across facilities for successful implementation of programme activities, and can support others to build this capability.</p>	
	 <p>Don't know I am not sure if this is relevant to my job role.</p>	

Self-Assessment Tool

Block Health Manager

Cluster

Data use and analysis



Ideal performance parameters

A BHM using and analysing data well would be able to:

- 01** Ensure timely collection, compilation, and submission of data from the facility and outreach;
- 02** Coordinate with the Block Monitoring and Evaluation Officer and review the validity of data collected and entered into the departmental online portals and registers; and
- 03** Encourage the staff to use ICT tools for information sharing, training, and cross-learning

Competency statement

Understands data sources and availability, reviews data quality, and understands their applicability to programme planning and course correction

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I have little understanding of data sources and availability, conducting quality reviews, and their applicability to programme planning and course correction.	
	 Emerging I have some understanding of data sources and availability, conducting quality reviews, and their applicability to programme planning and course correction; however, I could improve.	
	 Good I have a good understanding of data sources and availability, conducting quality reviews, and their applicability to programme planning and course correction; however, I need more support to do this better.	
	 Excellent I have an expert understanding of data sources and availability, conducting quality reviews, and their applicability to programme planning and course correction, and can support others in this.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Block Health Manager

Cluster

Sociocultural determinants of service delivery



Ideal performance parameters

A BHM who manages the sociocultural realities of service delivery well is able to:

- 01** Map the broad healthcare needs of vulnerable population such as migrants, destitute, socially excluded, etc.;
- 02** Engage with the community to understand how sociocultural factors influence service uptake;
- 03** Advocate for budgets/ facilitate spending of existing budget allocations that include gender and social inclusion considerations; and
- 04** Use gender-sensitive language and non-violent communication

Competency statement

Understands the influence of social, cultural, and contextual factors in the implementation of programmes and delivery of services and actively engages with vulnerable communities to improve their access and use of health services

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to tackle the social, cultural, or contextual factors that influence programme implementation and service delivery.	
	 Emerging I manage social, cultural, and contextual factors that influence programme implementation and service delivery to some extent; however, I need to learn to do it better (for instance, using gender-sensitive language and non-violent communication)	
	 Good I routinely engage with the community and manage the sociocultural and contextual influence on programme implementation and service delivery. However, I need support to build some specific aspects covered in the ideal performance parameters	
	 Excellent I am able to independently manage sociocultural and contextual factors that influence programme implementation and service delivery, including advocating for budgets that include gender and social inclusion considerations and using gender-sensitive language. I can build other's capability to do this well	
	 Don't know I am not aware of how social, cultural, or contextual factors influence programme implementation and service delivery, or am not sure whether this is relevant to my job	

Self-Assessment Tool

Medical Officers in Charge

Cluster Clinical management and supervision



Ideal performance parameters

A MOIC is clinically competent if s/he is able to:

01

Decide the appropriate line of treatment and/or referral as required;

02

Perform minor surgical procedures when required; and

03

Be aware of drugs and equipment prescribed for block-level facilities

Competency statement

Performs clinical diagnosis and surgical procedures on patients in the facility and its catchment area as per the laid-out standard treatment guidelines

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I can manage, but aspire to learn the latest treatment protocols and use of technology in diagnosis.	
	 Emerging I manage line of treatment for primary healthcare; however, I feel the need to do it confidently.	
	 Good I am good at deciding line of treatment, but sometimes I need the support of a specialist.	
	 Excellent I am confident in deciding line of treatment, even in the absence of a specialist.	
	 Don't know I can rarely manage time for discharging my clinical duty.	

Self-Assessment Tool Medical Officers in Charge

Cluster Clinical management and supervision



Ideal performance parameters

A MOIC competent at providing quality of clinical care would be able to:

01

Supervise and guide medical and paramedical workforce deployed; and

02

Take appropriate actions on the issues emerging during clinical reviews or periodic rounds of the health facility and outreach

Competency statement

Provides monitoring and guidance for smooth and quality provision of clinical services in the facility and in outreach areas

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to monitor and maintain quality of services, although I am keen on guiding and monitoring.	
	 Emerging I am able to monitor and provide guidance, but I need to learn how to do it well.	
	 Good I am able to monitor the quality of services fairly well, but I need support to do it regularly.	
	 Excellent I am an expert in monitoring the quality of services and can support others to build this capacity.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Leadership



Ideal performance parameters

A MOIC competent in strategic health planning would be able to:

01

Supervise development of the annual Block Health Action Plan (BHAP) through participatory process, especially involving women and vulnerable communities; and

02

Review the final micro plans for the implementation of various programmes in alignment with the programme guidelines

Competency statement

Responsible for finalising all decisions relating to strategic health planning at the block level

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to supervise the development of BHAP or review the final micro plans for the implementation of various programmes.	
	 Emerging I supervise the development of BHAP and review the final micro plans for the implementation of various programmes, but I have scope to improve.	
	 Good I routinely supervise the development of BHAP and review the final micro plans for the implementation of various programmes and would appreciate support to do this better.	
	 Excellent I am an expert in supervising the development of BHAP and reviewing the final micro plans for the implementation of various programmes and can support others to build this capability.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Leadership



Ideal performance parameters

A MOIC competent in problem-solving would be able to:

01 Act as a liaison between the administrative and the clinical staff within the block to ensure that the assigned work is completed successfully; and

02 Be compassionate, empathetic, and responsive to the needs, safety, and grievances of managers, staff, and patients, especially women staff and vulnerable communities

Competency statement

Demonstrates problem-solving and motivates staff to perform their jobs well, in an inclusive manner

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to coordinate between administrative and clinical staff and do not know how to include or motivate my team members to perform their job well.	
	 Emerging I am sometimes able to coordinate between administrative and clinical staff, demonstrate gender-inclusive behaviour, and motivate my team to perform their job well. However, I could improve.	
	 Good I am largely able to coordinate between administrative and clinical staff, include everyone in decision making, and motivate my team to perform their job well.	
	 Excellent I am an expert at coordinating between administrative and clinical staff, involving all team members in an equitable way, and in motivating my team to perform their job well. I can support others in doing this	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Leadership



Ideal performance parameters

A MOIC who is competent in coordination would be able to:

01

Review coordination with external stakeholders (such as outsourced agencies, suppliers, and communities) and implementation partners in successful planning, implementation, and monitoring of various activities; and

02

Supervise interdepartmental coordination (with ICDS, education, PRI, police, etc.) for community mobilisation, service delivery, and safe atmosphere in the facility

Competency statement

Coordinates with various external stakeholders and across the health department

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I have little confidence supervising external and interdepartmental coordination for successful implementation of programme activities.	
	 Emerging I have some experience of supervising external and interdepartmental coordination for successful implementation of programme activities. However, I need to learn this skill more.	
	 Good I routinely supervise external and interdepartmental coordination for successful implementation of programme activities and would appreciate support to do this better.	
	 Excellent I am confident at supervising external and interdepartmental coordination for successful implementation of programme activities and can support others to build this capability.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Programme management and service delivery



Ideal performance parameters

An MOIC who is competent in workforce management would be able to:

- 01 Orient facility and outreach staff about the programme objectives and staff responsibility;
- 02 Understand workforce vacancy and appraises the authority for action;
- 03 Be acquainted with skill gaps, training needs, and performance;
- 04 Keep a tab on availability of the staff at their assigned duty stations; and
- 05 Be involved in the selection of ASHA

(MOIC has control over both contractual as well as permanent staff at block level)

Competency statement

Maximises workforce management within the block to meet health objectives and block targets within the stipulated time period

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I have little experience and interest in managing the workforce.	
	 Emerging I have some experience in managing the workforce, but I feel the need to learn this skill more.	
	 Good I manage the workforce and feel confident, but I need support to do it fairly well.	
	 Excellent I am confident managing the workforce and supporting them with capacity development to achieve programme targets.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Programme management and service delivery



Ideal performance parameters

A MOIC who is competent in supply chain management would be able to:

01 Demonstrate an understanding of an indenting and procurement mechanism like e-Aushadhi or local purchase in an emergency; and

02 Ensure the availability and distribution of drugs and equipment across all health facilities and outreach areas

Competency statement

Ensures availability of all essential and vital drugs, equipment, and medicines within the block across all health facilities

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unsure how to manage the supply of essential and vital drugs, equipment, and medicines across all block health facilities.	
	 Emerging I am able to coordinate the logistics of supplying essential and vital drugs, equipment, and medicines across all block health facilities; however, I could improve	
	 Good I usually ensure the availability of all essential and vital drugs, equipment, and medicines across all health facilities, but need some support from my manager.	
	 Excellent I always ensure the availability of all essential and vital drugs, equipment, and medicines across all health facilities and can support others in doing this.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Medical Officers in Charge

Cluster

Programme management and service delivery



Ideal performance parameters

An MOIC with financial competencies would be able to:

01

Understand the financial management system by supervising the funds allocated and expenditure booked as per the guidelines;

02

Share and discuss financial reports of the programmes and issues, if any, with the district authority; and

03

Ensure timely payment of monetary incentives to beneficiaries and health workers

(MOIC has control over NHM and treasury funds)

Competency statement

Undertakes financial management to ensure timely disbursement, expenditure, and utilisation of the funds in the block

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable but aspire to manage the financial aspects of health programmes.	
	 Emerging I have some ability to manage finance; however, I feel the need to upskill and do this confidently.	
	 Good I have a good understanding of the finance system of health programmes; however, I need support to do it fairly well.	
	 Excellent I am confident enough to manage the finances of my block independently and am able to orient the new accounts person.	
	 Don't know I do not know if this is relevant to my job.	

Self-Assessment Tool Medical Officers in Charge

Cluster Programme management and service delivery



Ideal performance parameters

A MOIC monitoring and supervising programmes well would be able to:

- 01** Review programme performance of outreach services in block and district-level meetings;
- 02** Ensure quality standard guidelines to be maintained at the facility level with respect to infrastructure provisioning, utilities, and service provision, including availability and readiness of ambulance services;
- 03** Review patient feedback for OPD and IPD and analyse low-performing areas;
- 04** Act upon the corrective actions as decided in quality improvement, Rogi Kalyan Samiti, and other meetings to resolve the identified gaps; and
- 05** Undertake visits to schools and AWCs for health camps, medical check-ups, and immunisation

Competency statement

Monitors the performance of programmes and diagnoses gaps across facilities, keeping the authorities informed about the progress

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I am unable to monitor the performance of programmes or diagnose gaps across facilities.	
	 Emerging I am able to monitor the performance and diagnose gaps across facilities to some extent, but I need to learn how to do it well.	
	 Good I am able to monitor the performance and diagnose gaps across facilities fairly well and would appreciate support to do this better.	
	 Excellent I am an expert at monitoring the performance and diagnosing gaps across facilities for successful implementation of programme activities and can support others to build this capability.	
	 Don't know I am not sure if this is relevant to my job role.	

Self-Assessment Tool

Medical Officers in Charge

Cluster

Data use and analysis



Ideal performance parameters

A MOIC using and analysing data well would be able to:

- 01** Show awareness of the health department's data entry portals, digital dashboards, and contact tracing platforms and their use in decision making;
- 02** Coordinate with the Block Monitoring and Evaluation Officer and review the validity of data collected and entered into the departmental online portals and registers; and
- 03** Encourage the staff to use ICT tools for information sharing, training, and cross-learning

Competency statement

Encourages regular documentation and submission of data to the district authorities; analyses data to identify barriers and understand the performance of services and programmes in the block

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational I rarely encourage regular documentation and submission of data to the district authorities, nor do I analyse them to identify barriers and understand performance of services and programmes in the block.	
	 Emerging I sometimes encourage regular documentation and submission of data to the district authorities, and also analyse them to identify barriers and performance of services and programmes in the block; however, I could improve	
	 Good I mostly encourage regular documentation and submission of data to the district authorities, and also analyse them to identify barriers and performance of services and programmes in the block; but I need some support from my manager.	
	 Excellent I am an expert at encouraging regular documentation and submission of data to the district authorities, and also analyse them to identify barriers and understand performance of services and programmes. I can support others in doing this	
	 Don't know I am not aware of this or not sure if this is relevant to my job role.	

Self-Assessment Tool Medical Officers in Charge

Cluster Sociocultural determinants of service delivery



Ideal performance parameters

A MOIC who manages the sociocultural realities of service delivery well would be able to:

- | | | | |
|---|--|---|---|
| 01 | 02 | 03 | 04 |
| Map the broad healthcare needs of vulnerable population such as migrants, destitute, socially excluded, etc.; | Review information about the community to understand how sociocultural factors influence service uptake; | Advocate for budgets/ facilitate spending of existing budget allocations that include gender and social inclusion considerations; and | Use gender-sensitive language and non-violent communication |

Competency statement

Understands the influence of social, cultural, and contextual factors of the population during implementation of programmes and services, and ensures the delivery of services is based on information related to communities

On the scale below, please ✓ the statement that is most relevant to you.

Measurement scale	 Aspirational	I am unable to map how service delivery and uptake is correlated with information about the communities.	
	 Emerging	I am able to map how service delivery and uptake is correlated with information about the communities to some extent, but I need to learn to do it better (for instance, using gender-sensitive language and non-violent communication).	
	 Good	I routinely map how service delivery and uptake is correlated with information about the communities, but I need support to develop some specific aspects covered in the ideal performance parameters fully.	
	 Excellent	I am able to independently map how the service delivery and uptake is correlated with information about the communities including advocating for budgets that include gender and social inclusion considerations and using gender-sensitive language. I can build other's capability to do this well.	
	 Don't know	I am not sure if this is relevant to my job role.	

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